



## ORGANIZATIONAL CULTURE AND ORGANIZATIONAL INNOVATION CAPABILITY THROUGH KNOWLEDGE SHARING

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### Article Information    Abstract

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This research aims to explore the enhancement of the organizational innovation capability (OIC) in the South Sumatra Balitbangda through the role of organizational culture (OC), with the help of knowledge sharing (KS) as an intervening variable to help South Sumatra Balitbangda, which is a supporting element of the government responsible for government innovation in the South Sumatra region, maximize their competence in innovation capability. This research uses a quantitative approach with census sampling method which covers all of Balitbangda's active employees. The examination of the collected data uses the PLS-SEM method with a total of 53 valid questionnaire responses from Balitbangda's employees. The results indicate that OC and KS positively and significantly influence enhancing OIC. It has also proved that KS effectively mediates the relationship between OC and OIC. This study suggests a bigger sample size and scope, and the exploration of other potential variables in enhancing innovation capabilities for future research.

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### INTRODUCTION

Given the rapidly expanding and competitive economic environment, organizations are facing challenges to adapt and survive in today's globalization era, including in the government and public service sectors. Rumanti et al. (2019) stated that organizations, in general, are required to improve their business effectiveness and efficiency to keep up with the market. The government, in particular, is demanded to continuously modernize, upgrade, and reconstruct its models and methods by using its current resources to fulfill citizen expectations (Moonesar et al., 2019). According to Yang et al. (2020), innovation is one of the major factors in urging structural upgrading, industrial transformation, and sustainable economic development. Many studies have been conducted concerning government innovation (Keumala & Pribadi, 2021; Moonesar et al., 2019; Yang et al., 2020), and it can be concluded that innovation is regarded as critical to an organization's relevance.

Government innovation is commonly developed by the government research and development agencies or a specific department in organizations that collaborates with the government. According to Syamsuddin & Fuady (2020), government innovation in Indonesia is carried out through regional research and development agencies called Balitbangda, and one of them is located in the South Sumatra region. As specified in Peraturan Gubernur Sumatera Selatan Nomor 51 Tahun 2020 tentang Susunan Organisasi, Uraian Tugas Dan Fungsi Badan Penelitian Dan Pengembangan Daerah Provinsi Sumatera Selatan (2020), South Sumatra Balitbangda is a supporting element of government affairs in charge of research, development, and innovation in the South Sumatra region. South Sumatra Balitbangda was established in 2000 and has been introducing innovations ever since. Some of their innovations include but are not limited to the cultivation of seasonal crops (corn, chili, cucumber) on peat

land designated as conservation land, e-promotion to build a smart STP network with stakeholders in South Sumatra, and peat water management in the Sriwijaya Botanical Garden. Therefore, South Sumatra Balitbangda's main focus and responsibility is to continuously contribute to government innovation in the South Sumatra region in order to embody their vision that states, "Innovation Driver Based on Regional Excellence towards Prosperous South Sumatra".

Since South Sumatra Balitbangda is obliged to innovate regularly, developing and having a good innovation capability (IC) is mandatory (Nurcahyo & Wikaningrum, 2020; Pascual-Fernández et al., 2021). Government organizations possessing IC are more prone to effectively create and develop new laws, regulations, policies, and products/services within the public service sector, ultimately generating public value (Gullmark & Clausen, 2023). When an organization has a high level of IC, it will help them resolve the complexity of future obstacles, is very beneficial for the sustainability of an organization, and acts as a tool in facilitating their long-term visions.

A prior study found that IC within organizations or OIC is fostered and significantly influenced by organizational culture (OC) and knowledge sharing (KS) (Chang et al., 2017). OC is claimed to act as a comprehensive framework, directing and guaranteeing that employees' behaviors align with organization's objectives for innovation (Botelho, 2020). Schuldt & Gomes (2020) also argued that OC is considered a value of an organization that mainly affects its behaviors, habits, and decisions. Moreover, Azeem et al. (2021) enunciated that OC is vital in building productive performance in organizations, leading to better innovation creation. That being said, organizations are advised to prioritize OC to stimulate OIC.

Apart from OC, a variable that also influences the manifestation of OIC is KS. As indicated by Nham et al. (2020), KS revolves around the transmission of information and knowledge among individuals, families, or communities. An organization can eventually improve its capability in innovation if it prioritizes and regularly participates in KS because it contributes to proactive communication among different components of an organization (Fazizah & Guntarayana, 2020). Quick problem-solving and swift adaptability to shifts in organization's environment can also be achieved when an organization is proficient in altering and implementing knowledge in its activities (Le & Lei, 2019). Fundamentally, an organization can become more innovative by strategically emphasizing both OC and KS activities.

While it is clear that both OC and KS positively impact OIC, studies have discovered that the relationship between OC and KS is also found to be significantly positive (Ahmed et al., 2020; Annisa & Silvianita, 2022; Laksono, 2023). However, there needs to be more research that explicitly discusses the correlation between the three. Despite the limited prior research, Chang et al. (2017) had previously investigated the relationship between OC, KS, and IC. In their investigation, they came across the fact that results in a positive effect between the three variables, including the mediating effect of KS between OC and IC, but the specifications of each variable still needed to be addressed. Findings in previous studies also support the positive mediating effect of KS on IC (Cao et al., 2022; Elgenidi, 2021; Le & Lei, 2019). Therefore, making KS a relevant mediator in the relationship between OC and OIC.

This study contributes to furthering prior exploration by adding dimensions to each variable to deeper the understanding of which culture dimension has the most significant influence on IC, as well as which IC dimension is most influenced by the cultures based on the competing values framework (CVF) by Cameron & Quinn in Rostain (2021) and the OIC framework according to OECD/Eurostat which was updated in Nham et al. (2020). Additionally, this study positions KS as a mediator or intervening variable since many studies have stated that it is an effective mediator in building organizational innovation (Cao et al., 2022; Elgenidi, 2021; Le & Lei, 2019). To sum up, this study explores the relationships between OC and OIC through the mediating role of KS in the South Sumatra Balitbangda as a means to improve the quality of its culture to fulfill its obligation in producing relevant and competitive innovation in the coming times.

### **Organizational Innovation Capability**

IC is defined as the ability to continuously develop new products, adopt and use cutting-edge technology for future needs, and adapt to unforeseen conditions which results in a high level of innovation performance (Fazizah & Guntarayana, 2020). Maclean et al. (2023) viewed OIC as organization's competence in generating or developing new goods, techniques, and sources while simultaneously adapting to organizational challenges. They also claimed that the performance of business practices, work organization, and external relationship are embraced by OIC. Besides that, another study shares a similar view by describing OIC as organization's skill in converting existing knowledge into advantageous products or methods that greatly affect organization and its stakeholders (Parthasarathy et al., 2021).

Previously, OECD/Eurostat introduced the OIC framework which recently renewed by Nham et al. (2020) to adjust to current era of organizational innovation. As stated by Nham et al. (2020), OIC is categorized into three dimensions: product/service innovation, process innovation, and managerial/organizational innovation.

Product/service innovation (PROD) refers to the development of new offers in product/service that fulfill customer expectations through software integration and technical specifications using high-tech equipment. Organizations with enhanced capabilities in PROD boost their chances to compete in international markets through impactful innovations (Mostafiz et al., 2023). Process innovation (PROC) is the fortification of the current process through significant improvements. PROC is important because it correlates with an organization's output and growing incentives as industries mature. It is strongly related to PROD, requiring process modifications, and aligns with the servitization trend in product-based industries, where related services generate significant revenue (Mikalef & Krogstie, 2020). Managerial/organizational innovation (MAN) applies to the new approach in managing and processing business practices, both in internal and external operations (Rajapathirana & Hui, 2018). MAN modifies systems in organizations by focusing on administration enhancement, employees participation, and organizational learning (Nham et al., 2020).

### Organizational Culture

As defined by Azeem et al. (2021), OC encompasses the beliefs, habits, values, and behaviors that shape how people act within an organization. Each organization has its own combination of culture, technology, and human resources, which differentiate them from others. The goal of OC is to enhance resource utilization inside the organization and provide favorable performance outputs (Joseph & Kibera, 2019).

According to Almerri (2023), OC covers values, norms, symbols, rituals and ceremonies, language, and climate. While in their study, Kucharska & Bedford (2019) stated that OC is measured by the five-dimensional model by Hofstede (1980) which includes power distance, uncertainty avoidance, individualism/collectivism, masculinity, and long-term orientation. In accordance with prior research (Jabeen & Isakovic, 2018; Ncume, 2018), the model or framework that is widely used in the government or public service sector is the competing values framework (CVF) which was first originated by Cameron & Quinn in Rostain

(2021), divided into four dimensions: adhocracy, clan, market, and hierarchy.

Adhocracy (AC) is a culture where an organization has a combination of external flexibility and diplomacy. In an AC setting, individuals in it are considered to be creative-minded, risk takers, and are primarily focused on obtaining novel resources and methods to support innovation, therefore, resulting in dynamic and innovative surroundings within the organization (Azeem et al., 2021; Strengers et al., 2022). AC aims to revitalize the organization by applying approaches that enable a transformational process (Mehmet, 2021).

Clan (CC) is a culture where an organization is surrounded by an encouraging and low work-stress atmosphere with internal flexibility, mainly focusing on building team and individual development and creating a family-like environment (Azeem et al., 2021; Otike et al., 2022). By forming a fulfilling and comfortable environment through this culture, employees are hoped to develop loyalty and solidarity within organizations (Mehmet, 2021).

Market (MC) is a culture when an organization has a productive and competitive environment that focuses on external controls (Otike et al., 2022). This type of culture pushes organizations to be result-oriented and value competitive achievements or accomplishments (Nasrin & Cicek, 2021). The effects of having a MC in organizations are gaining competitive advantage and management efficiency that will benefit the organizations (Azeem et al., 2021; Mehmet, 2021).

Hierarchy culture (HC) refers to the condition where formal rules and regulations mainly control organizations' internal activities and behaviors (Azeem et al., 2021). Stability and unhindered operations are paramount in the HC setting (Nasrin & Cicek, 2021). Refined infrastructure is anticipated to be actualized through the existence of a HC within organizations (Mehmet, 2021).

### Knowledge Sharing

According to Al-Emran & Teo (2020), KS is an activity in which the distribution of information and resources among individuals in a particular enterprise is being held. In comparison, Nham et al. (2020) define it as an interchange and transfer of knowledge between individuals or groups. KS is essential to increase the opportunity to enhance the level of employees' self-efficacy, organizational learning, and knowledge transfer between the relevant workforce involved within the business revolutions and work environment inclusivity context (Azeem et al., 2021).

Based on Elgenidi (2021), Hooff & Ridder came up with two dimensions of KS: knowledge donating and knowledge collecting. Knowledge donating (KD) refers to the process of transferring information, knowledge, or skills from one individual to another. There are three factors that contribute to the concept of KD, capability, credibility and seriousness. Knowledge collecting (KC) indicates the process of gaining information, knowledge, or skills from an individual. There are also three factors that shape the notion of KC, namely sense of belonging, commitment, and satisfaction (Islamy et al., 2020).

## HYPOTHESES DEVELOPMENT

Almerri (2023) discovered that when an organization obtains positive OC, it will affect innovation in small and medium-sized enterprises. Through his exploration, Botelho (2020) also revealed that OC exerts a crucial impact on building OIC. He found that among the four dimensions of the culture, AC is most likely to have the greatest influence on innovation. On the other hand, HC is considered a restriction in fostering organizational innovation. Similarly, He & Tian (2020) stated that the cultural backgrounds of involved actors in innovation process will affect the whole innovation activities and the results. Another study by Aman (2019), focused on the relationship between AC dimension and OIC, proved that the AC significantly and positively affects OIC. In addition, Leal-Rodríguez et al. (2019) revealed that both AC and MC positively impact organizational innovativeness, but the most impactful is AC. Based on the discussion from the preceding literature, this study proposes the hypotheses, as follows:

**H1:** OC has a significantly positive impact on OIC.

Azeem et al. (2021) disclosed that OC is vital in forming KS within organizations. Further discoveries have been obtained by Annisa & Silvianita (2022), stated that OC has a significantly positive impact on KS. Laksono (2023) also attained the same result, resulting in a positive effect of OC on KS between employees. Another study using the three factors of OC, namely self-satisfaction, leadership, and organizational support, also revealed that OC positively affects KS (Ahmed et al., 2020). OC is also considered a tool in facilitating KS activities (Almerri, 2023). A different approach done by Gooderham et al. (2022) using the ability, motivation, and opportunity (AMO), advised to strongly consider OC because it directly affects KS. More studies have also discovered the results to support the fact that OC has a massive impact and influence on KS (Aminah et al., 2022; Arizki

& Abadiyah, 2023; Lee et al., 2023), concluding that the presence of various cultures inside organizations and the implementation of it add to an increased value of KS and encourages the knowledge exchange activities within organizations. Based on the discussion from the preceding literature, this study proposes the hypotheses, as follows:

**H2:** OC has a significantly positive impact on KS.

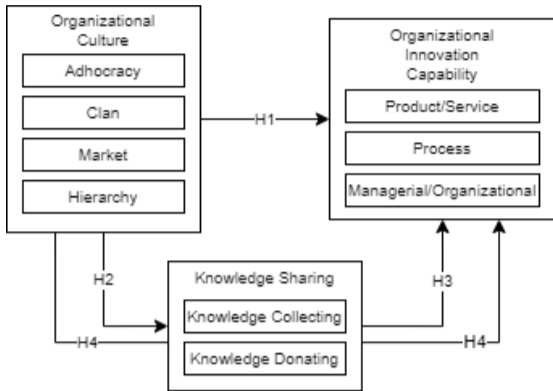
In accordance with Fazizah & Guntarayana (2020), KS was proved to have a positive relationship and effect on OIC. They explained that the more KS activities are held in small and medium-sized enterprises, the bigger the chance and opportunity to innovate. Rumanti et al. (2019) also indicated that KS is essential and significantly affects OIC. An approach by dividing KS into two sub-behaviors, KD and KC, by Podrug et al. (2017) found that both behaviors relate significantly to OIC enhancement. The same approach was also used by Chang et al. (2017), which generated a similar result that verified KS has a valuable contribution to OIC. A more recent detailed study by Nham et al. (2020), highlighted that KD effectively improves two dimensions of OIC (PROD and MAN), while KC is unlikely to affect all dimensions of OIC directly. Based on the discussion from the preceding literature, this study proposes the hypotheses, as follows:

**H3:** KS has a significantly positive impact on OIC.

Le & Lei (2019) noted that KS is a proficient variable in intervening the relationship between transformational leadership and the two dimensions of IC (PROD and PROC). A similar result was also discovered by Elgenidi (2021), affirming that both KD and KC positively mediates the link between servant leadership and two dimensions of IC (PROD and PROC). The result of a study done by Cao et al. (2022) supports the finding, claiming that KS has a positive mediation effect between high-involvement HRM practices and IC. Kusumawijaya & Dwi Astuti (2023) also proved that KS acts as an influential mediator in the relationship between human capital and innovation. Another study regarding KS as a mediator in improving IC was carried out by Chang et al. (2017), confirming that KS is indeed an influential mediator in the connection between OC and IC. While on the other hand, other studies found that KS only acts as a partial mediator due to lower indirect effect values, both in the relationship between metacognitive CQ and innovation, and between intellectual capital and organizational innovation (Alnatsheh et al., 2023; Berraies, 2019). Based on the discussion from the

preceding literature, this study proposes the hypotheses, as follows:

**H4:** KS mediates the relationship of OC on OIC.



**Figure 1.** Research Model

**METHOD**

This study is classified as explanatory research with a quantitative approach. The population in this research are all active employees of the South Sumatra Research and Development Agency or Balitbangda, which consists of 58 employees. This research used census sampling by taking the entire existing population as a sample to generalize the results with a minimal margin of error.

The variables used in this research are OC, OIC and KS. The data used in this research is primary data collected directly from South Sumatra Balitbangda employees through questionnaire distribution. The questionnaire contains statements regarding the three variables in the South Sumatra Balitbangda environment.

The questionnaire uses a 5-point Likert scale, starting from 1 = “strongly disagree” to 5 = “strongly agree” to measure respondents’ agreement with the statements in the questionnaire. OC is evaluated through 24 statement items, divided into four dimensions: AC, CC, MC, and HC. OIC is measured through a set of 13 statement items, which are grouped into three dimensions, namely, PROD, PROC, and MAN. At the same time, KS is assessed through 9 statement items, divided into two sub-behaviors: KC and KD.

A total of 58 questionnaires were distributed to 8 departments in South Sumatra Balitbangda. 57 questionnaires were answered, and four outliers were found among the received data through filtering, resulting in a total of 53 valid responses. The collected and filtered data was examined using the SmartPLS 4.0.9.9 software using the PLS-SEM method. The bootstrapping method was also implemented to examine and validate the proposed hypotheses.

**Table 1.** Questionnaire Items

Constructs		Items	References
OC	AC	1. My organization is a very dynamic and entrepreneurial place. The people in it are willing and brave to take risks.	(Genc, 2017; Jabeen & Isakovic, 2018)
		2. Leaders in my organization are generally considered entrepreneurs, innovators, or risk takers.	
		3. The managerial form in my organization is based on individual risk-taking, innovation, freedom, and uniqueness.	
		4. The values that unite my organization are commitment and orientation towards innovation and development. There is an emphasis on being ahead.	
		5. My organization emphasizes acquiring new resources and creating new challenges. Trying new things and seeking new opportunities is highly valued.	
		6. My organization defines success based on having the most unique or newest product/service.	
	CC	1. My organization is a very personal place. Feels like a big family.	
		2. Leaders in my organization are generally considered mentors, facilitators, or coaches.	
		3. The managerial form in my organization is based on teamwork, deliberation, and participation.	
		4. The values that unite my organization are loyalty and mutual trust. Commitment to the organization is upheld.	
		5. My organization emphasizes the development of human resources. High trust, openness, and participation in the organization are the main focus.	

		6. My organization defines success based on human resource development, teamwork, employee commitment, and concern for fellow humans.	
	MC	1. My organization is a results-oriented organization. The people in it are competitive and focused on achievement. 2. Leaders in my organization are generally considered to be earnest, aggressive, or results-oriented. 3. The managerial form in my organization is based on the competitiveness and high demands. 4. The values that unite my organization are an emphasis on competitive and goal achievements. 5. My organization emphasizes competitive action and achievement. Measurement targets and goals are dominant. 6. My organization defines success based on the ability to outpace the competition.	
	HC	1. My organization is a very formal and structured place. Bureaucratic procedures regulate the activities. 2. Leaders in my organization are generally considered coordinators, planners, or efficiency experts. 3. The managerial form in my organization is based on job security, suitability, predictability, and stability. 4. The values that unite my organization are formal rules and policies. 5. My organization emphasizes permanence and stability. Efficient and smooth operational activities are important. 6. My organization defines success based on efficiency. Reliable delivery, smooth scheduling, and low-cost production are critical.	
KS	KC	1. I often gather information and skills from my colleagues. 2. My colleagues share their knowledge and skills with me when I ask them about it. 3. I ask my colleagues to teach me regarding their experience and expertise. 4. People in my organization often share reports and official documents with each other. 5. When I need new knowledge and information, I will ask other people in my organization.	
	KD	1. When I have learned a new skill or acquired new information, I tell my colleagues about it. 2. When my colleagues have learned new skills or acquired new information, they tell me about it. 3. Sharing knowledge between colleagues is considered normal and common in my organization. 4. I often share information, knowledge, skills, and experiences with my colleagues.	(Nham et al., 2020)
OIC	PROD	1. My organization often develops new products/services and they are well received by the community. 2. My organization has generated many useful new ideas. 3. My organization fosters an environment conducive to employees' ability to generate new and useful ideas. 4. My organization actively generates new and useful ideas. 5. Our introduction of new products/services has increased over the last 5 years.	
	PROC	1. My organization always acquires new skills or equipment to improve production operations or service processes. 2. My organization can develop more efficient product processes or operating procedures. 3. My organization looks for new ways of doing things. 4. My organization is creative in its operation methods.	
	MAN	1. Leaders in my organization will adopt a new leadership approach to lead all employees towards completing tasks.	

	2. My organization emphasizes innovative and creative abilities when recruiting employees.	
	3. Employees are given incentives to generate new ideas and look for new ways of doing things.	
	4. My organization will change the division of work between fields/departments according to market management needs.	

According to J. Hair et al. (2022), the model evaluation in the PLS-SEM method consists of two steps: the measurement model and the structural model. This study uses the higher-order model or the hierarchical component model with the disjoint two-stage approach which splits the model evaluation into two stages: evaluation of lower-order components (LOCs) and evaluation of higher-order components (HOCs) (J. F. Hair et al., 2023). Therefore, the data evaluation process in this research consists of:

1. Measurement model of the LOCs
2. Measurement model of the HOCs
3. Structural model
4. Mediation effect

**RESULT AND DISCUSSION**

**Evaluation of the Lower Order Measurement Model**

The LOCs include all of the dimensions of the three variables (AC, CC, MC, HC, KC, KD,

PROD, PROC, and MAN) with their indicators. Since the type of the LOC model is reflective, the measurement model evaluates indicator reliability, internal consistency reliability, convergent validity, and discriminant validity (J. Hair et al., 2022).

**Indicator Reliability**

Indicator reliability focuses on the total variance between indicators and their construct, indicated by outer loadings. The standardized rule of thumb for indicator reliability is that the outer loadings must be 0.70 or higher. Based on Table 2, dimensions of OC (AC, CC, MC, and HC) outer loadings range between 0.836 – 0.951; KS (KC and KD) range between 0.841 – 0.918; OIC (PROD, PROC, and MAN) range between 0.842 – 0.961. Thus, all indicators from each dimension construct or LOC fit the indicator reliability criteria.

**Table 2.** Measurement Model of Lower Order Components

LOCs	Indicators	Outer Loadings	Cronbach’s Alpha	Composite Reliability	AVE
AC	AC1	0.899	0.953	0.954	0.811
	AC2	0.906			
	AC3	0.922			
	AC4	0.910			
	AC5	0.901			
	AC6	0.866			
CC	CC1	0.923	0.954	0.955	0.814
	CC2	0.909			
	CC3	0.923			
	CC4	0.892			
	CC5	0.859			
	CC6	0.907			
MC	MC1	0.911	0.960	0.961	0.835
	MC2	0.871			
	MC3	0.911			
	MC4	0.901			
	MC5	0.936			
	MC6	0.951			
HC	HC1	0.916	0.948	0.951	0.795
	HC2	0.916			
	HC3	0.894			
	HC4	0.893			
	HC5	0.836			
	HC6	0.895			
KC	KC1	0.896	0.926	0.927	0.773
	KC2	0.873			
	KC3	0.888			
	KC4	0.841			

KD	KC5	0.896	0.921	0.922	0.810
	KD1	0.918			
	KD2	0.866			
	KD3	0.897			
PROD	KD4	0.918	0.920	0.920	0.757
	PROD1	0.867			
	PROD2	0.909			
	PROD3	0.842			
	PROD4	0.853			
PROC	PROD5	0.878	0.931	0.931	0.829
	PROC1	0.898			
	PROC2	0.914			
	PROC3	0.913			
MAN	PROC4	0.917	0.954	0.954	0.878
	MAN1	0.948			
	MAN2	0.961			
	MAN3	0.921			
	MAN4	0.918			

**Internal Consistency Reliability**

Internal consistency reliability measures the similarity and consistency between evaluated model items, represented by Cronbach’s alpha and composite reliability. The criteria for this evaluation is that both Cronbach’s alpha and composite reliability values have to be 0.70 or above. Otherwise, it is considered unreliable. In Table 2, it is shown that the range of Cronbach’s alpha of all LOCs is between 0.920 – 0.960, and composite reliability is between 0.920

– 0.961, resulting in complete reliability for each dimension construct or LOCs.

**Convergent Validity**

Convergent validity in a reflective context is based on the average variance extracted (AVE), which means constructs specify the variance of their indicators. Constructs are said to fulfill the convergent validity criteria when their AVE is 0.50 or greater. According to Table 2, each dimension construct or LOC has AVE above the threshold ranging from 0.757 to 0.878, which meets the standard of validity.

**Table 3.** Fornell and Larcker Criterion of Lower Order Components

	AC	CC	MC	HC	KC	KD	PROD	PROC	MAN
AC	<b>0.901</b>								
CC	0.896	<b>0.902</b>							
MC	0.805	0.820	<b>0.914</b>						
HC	0.849	0.785	0.888	<b>0.892</b>					
KC	0.655	0.694	0.693	0.687	<b>0.879</b>				
KD	0.662	0.695	0.730	0.733	0.847	<b>0.900</b>			
PROD	0.689	0.663	0.747	0.709	0.758	0.761	<b>0.870</b>		
PROC	0.728	0.778	0.714	0.684	0.794	0.734	0.794	<b>0.910</b>	
MAN	0.709	0.628	0.637	0.606	0.539	0.520	0.696	0.774	<b>0.937</b>

**Table 4.** Cross Loadings of Lower Order Components

	AC	CC	MC	HC	KC	KD	PROD	PROC	MAN
AC1	<b>0.899</b>	0.814	0.717	0.774	0.603	0.590	0.612	0.627	0.646
AC2	<b>0.906</b>	0.820	0.802	0.817	0.561	0.646	0.645	0.685	0.628
AC3	<b>0.922</b>	0.847	0.735	0.771	0.678	0.692	0.669	0.670	0.631
AC4	<b>0.910</b>	0.809	0.692	0.771	0.567	0.564	0.578	0.673	0.626
AC5	<b>0.901</b>	0.802	0.737	0.756	0.598	0.544	0.637	0.634	0.622
AC6	<b>0.866</b>	0.745	0.661	0.693	0.529	0.534	0.579	0.646	0.686
CC1	0.837	<b>0.923</b>	0.729	0.708	0.558	0.551	0.611	0.674	0.620
CC2	0.811	<b>0.903</b>	0.728	0.681	0.647	0.576	0.547	0.691	0.563
CC3	0.850	<b>0.923</b>	0.797	0.747	0.614	0.646	0.635	0.722	0.601
CC4	0.803	<b>0.892</b>	0.785	0.715	0.618	0.629	0.563	0.691	0.544
CC5	0.759	<b>0.859</b>	0.681	0.670	0.724	0.726	0.678	0.761	0.579
CC6	0.785	<b>0.907</b>	0.716	0.723	0.603	0.640	0.560	0.676	0.494
MC1	0.731	0.739	<b>0.911</b>	0.786	0.586	0.569	0.706	0.655	0.576



MC2	0.719	0.694	<b>0.871</b>	0.781	0.554	0.608	0.648	0.632	0.622
MC3	0.684	0.736	<b>0.911</b>	0.812	0.708	0.727	0.707	0.655	0.556
MC4	0.751	0.779	<b>0.901</b>	0.816	0.701	0.759	0.715	0.688	0.553
MC5	0.755	0.763	<b>0.936</b>	0.834	0.627	0.657	0.684	0.633	0.579
MC6	0.771	0.785	<b>0.951</b>	0.838	0.620	0.681	0.638	0.654	0.608
HC1	0.809	0.752	0.878	<b>0.916</b>	0.589	0.660	0.666	0.637	0.602
HC2	0.803	0.729	0.833	<b>0.916</b>	0.551	0.555	0.604	0.628	0.576
HC3	0.786	0.704	0.813	<b>0.894</b>	0.609	0.614	0.726	0.657	0.593
HC4	0.722	0.690	0.787	<b>0.893</b>	0.637	0.736	0.601	0.564	0.508
HC5	0.633	0.617	0.656	<b>0.836</b>	0.652	0.682	0.577	0.580	0.413
HC6	0.774	0.697	0.765	<b>0.895</b>	0.652	0.693	0.617	0.594	0.532
KC1	0.567	0.595	0.603	0.587	<b>0.896</b>	0.709	0.651	0.669	0.441
KC2	0.646	0.676	0.650	0.608	<b>0.873</b>	0.729	0.690	0.726	0.500
KC3	0.573	0.554	0.591	0.609	<b>0.888</b>	0.765	0.710	0.708	0.525
KC4	0.552	0.630	0.594	0.562	<b>0.841</b>	0.700	0.592	0.706	0.476
KC5	0.543	0.598	0.606	0.648	<b>0.896</b>	0.813	0.687	0.684	0.430
KD1	0.568	0.630	0.681	0.658	0.766	<b>0.918</b>	0.699	0.702	0.506
KD2	0.621	0.623	0.690	0.673	0.733	<b>0.866</b>	0.632	0.584	0.458
KD3	0.606	0.624	0.638	0.660	0.802	<b>0.897</b>	0.718	0.698	0.466
KD4	0.588	0.625	0.621	0.649	0.745	<b>0.918</b>	0.687	0.655	0.440
PROD1	0.613	0.636	0.702	0.687	0.772	0.716	<b>0.867</b>	0.704	0.581
PROD2	0.620	0.636	0.664	0.617	0.772	0.713	<b>0.909</b>	0.753	0.590
PROD3	0.574	0.515	0.638	0.558	0.526	0.542	<b>0.842</b>	0.641	0.677
PROD4	0.572	0.572	0.649	0.634	0.629	0.737	<b>0.853</b>	0.737	0.599
PROD5	0.619	0.522	0.595	0.588	0.594	0.594	<b>0.878</b>	0.610	0.583
PROC1	0.712	0.713	0.651	0.619	0.650	0.599	0.728	<b>0.898</b>	0.749
PROC2	0.621	0.671	0.648	0.633	0.704	0.672	0.716	<b>0.914</b>	0.767
PROC3	0.631	0.711	0.620	0.553	0.747	0.649	0.688	<b>0.913</b>	0.656
PROC4	0.687	0.738	0.681	0.685	0.793	0.754	0.756	<b>0.917</b>	0.642
MAN1	0.648	0.596	0.596	0.568	0.442	0.428	0.640	0.730	<b>0.948</b>
MAN2	0.683	0.623	0.649	0.592	0.517	0.543	0.670	0.724	<b>0.961</b>
MAN3	0.631	0.517	0.540	0.514	0.481	0.407	0.630	0.716	<b>0.921</b>
MAN4	0.694	0.618	0.601	0.596	0.580	0.567	0.670	0.732	<b>0.918</b>

### Discriminant Validity

Discriminant validity is portrayed by a construct having a peculiar value among all other constructs and can be seen through the Fornell-Larcker criterion and cross-loadings results. To meet the requirement of valid Fornell-Larcker criterion, the square root value of AVE from each construct has to be above its correlation score with other constructs. Table 3 shows that every

correlation between each construct and the construct itself has a more significant value than the correlation with other constructs. The same thing applies to the cross-loadings in Table 4. All of the indicators' outer loadings with their constructs have more significant values than the cross-loadings on other constructs. Hence, it can be concluded that the discriminant validity evaluation is valid.

**Table 5.** Measurement Model of Formative Higher Order Components

HOCs	LOCs	VIF	Relationship	Outer Weights (P Values)	Outer Loadings
OC	AC	3.890	→ OC	0.323	0.923
	CC	3.738		0.071	0.936
	MC	4.826		0.066	0.954
	HC	3.164		0.256	0.929

### Evaluation of the Higher Order Measurement Model

HOCs focus on the latent variables (OC, KS, and OIC) and their dimensions as indicators using the saved scores from the previous measurement of LOCs. The measurement model of HOCs evaluates both the formative and reflective models. The measurement of the formative model uses the two evaluations from J.

Hair et al. (2022), namely collinearity issues, and the significance and relevance of the formative indicators. On the other hand, the measurement of the reflective model was evaluated using the same method as the LOCs.

### Collinearity Issues

Collinearity happens when there is a high correlation between variables. In analyzing

collinearity issues, one has to ensure that the VIF value of each formative construct must be at most 5.00 to fit the ideal standard. Otherwise, the construct will be considered critical and need to be dismissed. Based on Table 5, all the measured constructs have ideal VIF values ranging from 3.164 to 4.826.

**Significance and Relevance of the Formative Indicators**

The relevance of the indicators or constructs of the formative model can be assessed

from the significance of their outer weight values. Table 5 shows that the outer weights of all four formative constructs in the relationship with their formative variable, OC, are insignificant because the *p*-values of their outer weights are higher than 0.05. When the outer weight is insignificant, verifying that the indicator's or construct's outer loading is above or equal to 0.5 is advised. Otherwise, it needs to be removed from the model. Table 5 confirms that all four constructs meet the outer loading condition, making them relevant to be included in the model.

**Table 6.** Measurement Model of Reflective Higher Order Components

HOCs	LOCs	Outer Loadings	Cronbach's Alpha	Composite Reliability	AVE
KS	KC	0.961	0.917	0.917	0.923
	KD	0.961			
OIC	PROD	0.916	0.902	0.916	0.836
	PROC	0.941			
	MAN	0.885			

**Table 7.** Fornell-Larcker Criterion of Higher Order Components

	KS	OIC
KS	<b>0.961</b>	
OIC	0.790	<b>0.914</b>

**Table 8.** Cross Loadings of Higher Order Components

	OC	KS	OIC
AC	<b>0.923</b>	0.685	0.774
CC	<b>0.936</b>	0.723	0.758
MC	<b>0.954</b>	0.740	0.768
HC	<b>0.929</b>	0.739	0.732
KC	0.731	<b>0.961</b>	0.774
KD	0.757	<b>0.961</b>	0.745
PROD	0.751	0.791	<b>0.916</b>
PROC	0.777	0.795	<b>0.941</b>
MAN	0.678	0.551	<b>0.885</b>

**Indicator Reliability**

By Table 6, the outer loadings of all constructs (KC, KD, PROD, PROC, and MAN), with a range from 0.885 to 0.961, surpassing the standard. As a result, every single construct is reliable in this evaluation.

**Internal Consistency Reliability**

KS and OIC have the range of Cronbach's alpha (0.902 – 0.917) and composite reliability (0.916 – 0.917) above the minimum guidelines, as shown in Table 6, thus making both HOCs reliable.

**Convergent Validity**

Table 6 confirms that both KS and OIC are suitable with the convergent validity criteria by having the AVE range from 0.836 – 0.923.

**Discriminant Validity**

The Fornell-Larcker criterion of the HOCs is shown in Table 7. The square root values of both KS and OIC's AVE are more significant than the correlation values between each other (KS ↔ OIC). Table 8 clearly shows that the outer loadings of each construct on their variables are much higher than their cross-loadings on other variables. Due to the fulfillment of both criteria, it can be concluded that the evaluation of discriminant validity is valid.

**Table 9.** Collinearity Statistics of Inner Model

	VIF
OC → OIC	2.498
OC → KS	1.000
KS → OIC	2.498

**Evaluation of the Structural Model**

The evaluation of the structural model is conducted because the proposed research model has passed all of the requirements in the measurement model evaluation. This study's structural model evaluation consists of three evaluations from J. Hair et al. (2022): collinearity issues analysis, the model's explanatory power assessment, and hypotheses testing.

**Collinearity Issues**

The guideline in the structural model collinearity analysis has the same criteria as in the measurement model, a VIF value below 5.00. According to Table 9, the collinearity issues were not found because all correlations of the variables have VIF values that fit the requirement.

**Table 10.** R-square

	R-square	R-square Adjusted
KS	0.600	0.592
OIC	0.720	0.709

**Table 11.** F-square

	F-square
OC → OIC	0.341
OC → KS	1.498
KS → OIC	0.242

### Model's Explanatory Power

The model's explanatory power is assessed by examining the  $R^2$  and  $F^2$  values. The rules of

thumb for  $R^2$  value are grouped into three types: 0.75 = substantial, 0.50 = moderate, and 0.25 = weak (J. F. Hair et al., 2021). Based on Table 10, the  $R^2$  value of KS is 0.600, and OIC is 0.720. Hence, both variables have moderate values of 60% and 72%.

$F^2$  values are divided into three sizes of effect: 0.02 = small, 0.15 = medium, and 0.35 = large (J. Hair et al., 2022). Table 11 shows that OC to OIC (0.341) and KS to OIC (0.242) have medium effects. Meanwhile, OC to KS (1.498) has a large effect.

**Table 12.** Path Coefficients

Hypotheses	Relationship	T Statistics	P Values
H1	OC → OIC	3.178	0.001
H2	OC → KS	8.030	0.000
H3	KS → OIC	2.172	0.015
H4	OC → KS → OIC	2.130	0.017

### Hypotheses Testing

Hypotheses testing is done by evaluating the significance and relevance of the model relationship using the bootstrapping method with a total of 5000 subsamples in a one-tailed test type. The significance and relevance are evaluated by checking the path coefficients from the bootstrapping results, as shown in Table 12. It reveals that all of the proposed hypotheses (H1, H2, H3, and H4) are accepted due to the fulfillment of the significance levels ( $p$ -value < 0.050) from each relationship.

### Evaluation of the Mediation Effect

The mediation effect can be categorized into three types: complementary mediation, competitive mediation, and indirect-only mediation (J. Hair et al., 2022). The hypotheses results show that KS is a positive and significant mediator between OC and OIC. Additionally, both direct and indirect effects are significant and have the same direction. According to J. Hair et al. (2022), this condition means that KS represents complementary mediation with a partial mediation effect of the relationship from OC to OIC.

### The Effect of Organizational Culture on Organizational Innovation Capability

OC is a positive and significant influence in upgrading OIC. This means the work environment and the organization's cultural traits help boost the capability to create and develop innovation within organizations. Therefore, leaders are advised to build and preserve positive

cultures, not only between departments but also between leaders and staff, to foster an enriched capability for innovation. This study's finding aligns with prior studies that obtained the same results (Aman, 2019; Botelho, 2020; Chang et al., 2017; Leal-Rodríguez et al., 2019).

In addition, in Table 13, all four dimensions of OC have constructive and significant effects on OIC, in which AC has the highest positive influence on OIC ( $t$ -value = 12.568), while HC has the lowest positive influence on OIC ( $t$ -value = 7.960). This is relevant to the previous study by Botelho (2020), which found that AC is the dimension most likely to have the most considerable effect on innovation. Apart from that, all three dimensions of OIC are positively influenced by OC, with MAN being the most influenced by OC ( $t$ -value = 8.923). In contrast, PROD is the least influenced by OC ( $t$ -value = 7.804). Therefore, it can be concluded that AC has the most influence on OIC, and MAN is the most influenced by OC.

### The Effect of Organizational Culture on Knowledge Sharing

OC is also a variable that has a constructive substantial impact on KS. OC is likely to create an environment that triggers KS activities between individuals in an organization, both KC and KD. This ramification is supported by previous findings, which also stated that OC has a crucially positive effect on KS (Ahmed et al., 2020; Annisa & Silvianita, 2022; Azeem et al., 2021; Laksono, 2023). A deeper evaluation found that all OC dimensions significantly affect KS, with AC

having the most considerable influence on KS ( $t$ -value = 9.096). At the same time, HC is shown to have the slightest influence on KS ( $t$ -value = 6.589). On the other hand, the bootstrapping results in Table 13 also indicate that both KS sub-

behaviors, KC ( $t$ -value = 7.545) and KD ( $t$ -value = 6.893) are positively controlled by OC. Based on the discussion, OC is a relevant factor in building a knowledge-based setting in an organization.

**Table 13.** Total Indirect Effects

Relationship	T Statistics	P Values	Relationship	T Statistics	P Values
AC → OIC	12.568	0.000	OC → PROD	7.804	0.000
CC → OIC	10.827	0.000	OC → PROC	8.823	0.000
MC → OIC	10.425	0.000	OC → MAN	8.923	0.000
HC → OIC	7.960	0.000	OC → KC	7.545	0.000
AC → KS	9.096	0.000	OC → KD	6.893	0.000
CC → KS	8.133	0.000	KS → PROD	6.412	0.015
MC → KS	8.011	0.000	KS → PROC	2.185	0.014
HC → KS	6.589	0.000	KS → MAN	2.177	0.015

**The Effect of Knowledge Sharing on Organizational Innovation Capability**

KS is confirmed to be a positive determinant in stimulating OIC. The process of transferring knowledge from one another is likely to deliver new information and knowledge that triggers creative and innovative ideas. This conclusion is affirmed by similar studies focusing on both relationships (Fazizah & Guntarayana,

2020; Nham et al., 2020; Podrug et al., 2017; Rumanti et al., 2019). Furthermore, based on Table 13, all OIC dimensions are favorably affected by KS, in which PROD is the most affected by KS ( $t$ -value = 6.412), and MAN is least affected by KS ( $t$ -value = 2.177). Thus, maintaining KC and KD activities in governmental organizations’ operational processes will improve the capacity of their OIC, especially in the MAN aspect.

**Table 14.** Mediation Indirect Effects

Relationship	T Statistics	P Values	Relationship	T Statistics	P Values
AC → KS → PROD	2.173	0.015	MC → KS → PROC	2.193	0.014
CC → KS → PROD	2.167	0.015	HC → KS → PROC	2.146	0.016
MC → KS → PROD	2.176	0.015	AC → KS → MAN	2.177	0.015
HC → KS → PROD	2.133	0.017	CC → KS → MAN	2.175	0.015
AC → KS → PROC	2.185	0.014	MC → KS → MAN	2.183	0.015
CC → KS → PROC	2.178	0.015	HC → KS → MAN	2.145	0.016

**The Effect of Knowledge Sharing as the Mediator between Organizational Culture and Organizational Innovation Capability**

KS is a positive and effective mediator of the relationship between OC and OIC. This tells that the more positive and influential OC in an organization, the more a high level of KS will be fostered, which will significantly impact the OIC. This finding is reinforced by a specified and focused study on the relationship between the three variables (Chang et al., 2017). According to Table 14, through the assistance of KS in the relationship, all four dimensions of OC have positive and plausible effects on all three dimensions of OIC. The capability of an organization in PROD is highly affected by the presence of MC ( $t$ -value = 2.176), followed by AC ( $t$ -value = 2.127). In the context of PROC within an organization, it is most likely to receive support from MC ( $t$ -value = 2.193). The same situation

applies to building the capability of managerial innovation; MC ( $t$ -value = 2.183) has a vital role in achieving it. Moreover, the OIC dimension that is most likely to gain the most significant impact from OC with the aid of KS is PROC (average of  $t$ -value = 2.175). In contrast, the second most significant impact is likely to be attained by MAN (average of  $t$ -value = 2.170), and the least yet still significant impact is received by PROD (average of  $t$ -value = 2.162). Consequently, it is making MC the most impactful OC dimension and PROC the most impacted OIC dimension in the relationship of OC, KS, and OIC.

**CONCLUSION AND RECOMMENDATION**

This research focuses on the effect of OC on OIC through the mediation role of KS and stumbled upon the fact that the results validated all four proposed hypotheses. The results

proclaimed that OC is a prominent factor in nurturing KS and OIC within organizations, such as the government and public service sector. In this research, KS was also proven to be a significant factor in building a powerful OIC and an efficacious mediator in the relationship between OC and OIC. Most importantly, the results confirmed that OC has a positive and significant effect on OIC with the help of KS.

Compellingly, the results also showed that in the direct relationship between OC and OIC, AC has the most meaningful impact on OIC. However, in the presence of KS, MC turns out to have the most favorable effect on OIC. This intriguing detection means that MC, which has competitive and target-oriented characteristics, encourages individuals in an organization to transfer and acquire knowledge from one another, resulting in an environment that stimulates a high level of capability in organizational innovation. From the conclusion of the results, organizations, especially in the government or public service sector, are advised to nurture an AC in pursuing enhanced OIC. Alternatively, growing a MC in a knowledge-based government or general organization is recommended to achieve optimal OIC.

Furthermore, this research has some limitations. First, the sample size of this research is relatively small, and the scope only focuses on the government sector. Second, the lack of a global variable in the questionnaire that summarizes all dimensions of each variable, making the convergent validity step in the formative measurement model, needed to be dismissed. Third, this research only involves two variables in fostering OIC. Thus, this research suggests future research to obtain a bigger sample, which can be done by expanding the focus on multiple organizations or exploring a different sector with a relatively massive population. Adding more variables to the model is also recommended to gain a broader perspective on enhancing OIC. In addition, this research highly advises future research to include a global variable in the questionnaire since it will result in a more accurate data analysis.

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